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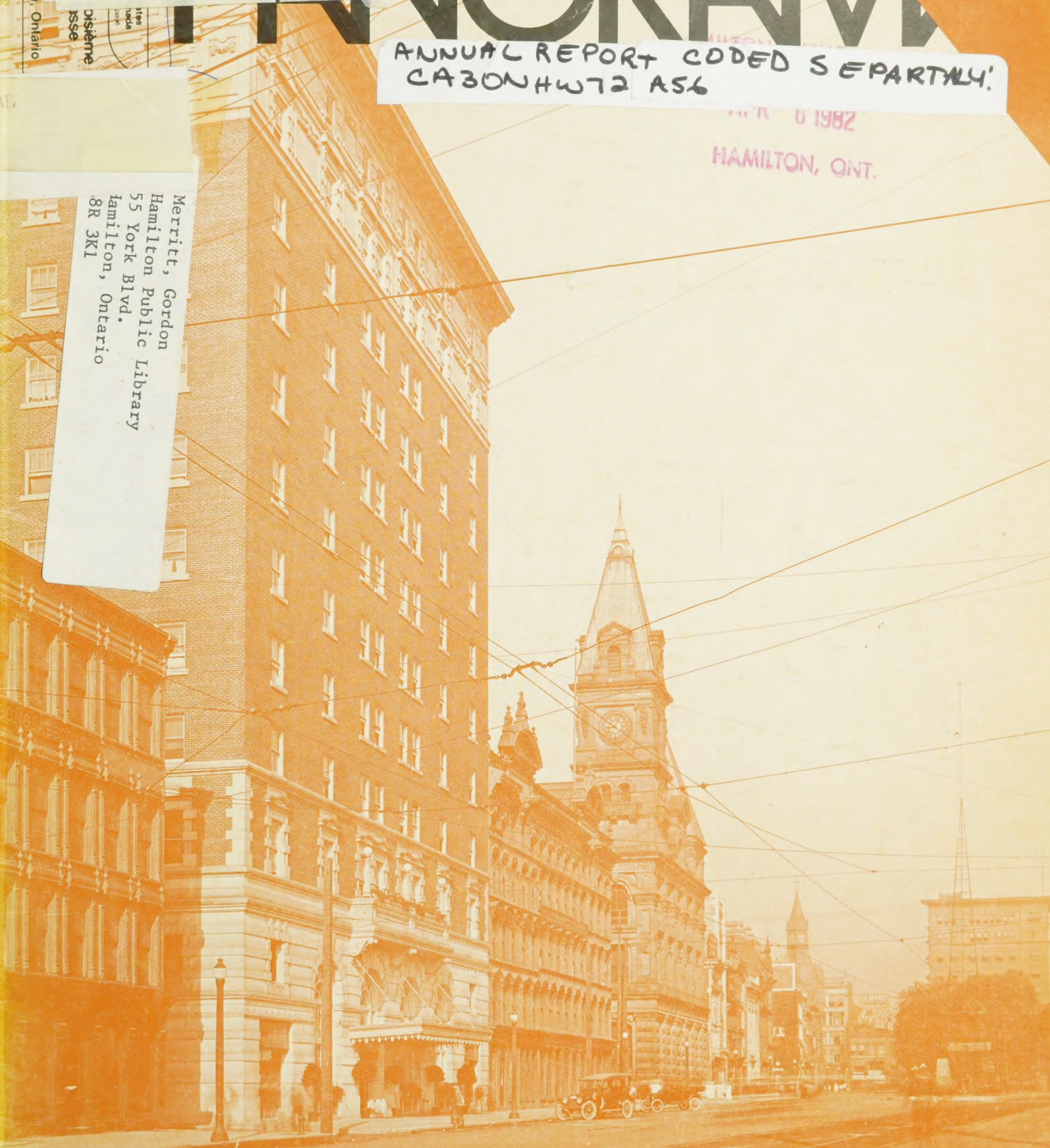
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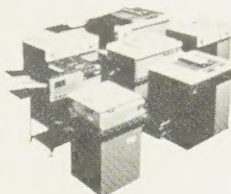


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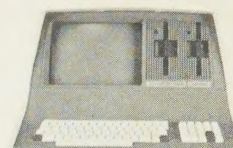
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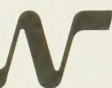
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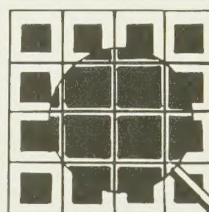
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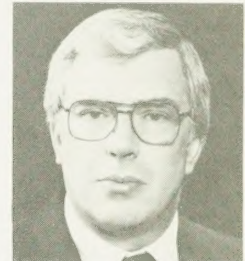
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FOR THE HAMILTON-WENTWORTH BUSINESS AND PROFESSIONAL COMMUNITY

VOLUME 8, NUMBER 3

Contents

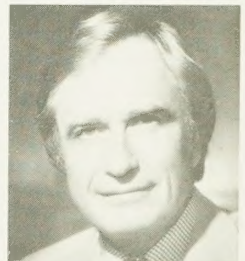
"Are We Getting The
Canadian Economy Back
On A Viable Course" Page 4
Carl E. Beigie



Viewpoint Page 9



"From Politics To Business" Page 12
Robert D. G. Stanbury



Members Making News Page 10

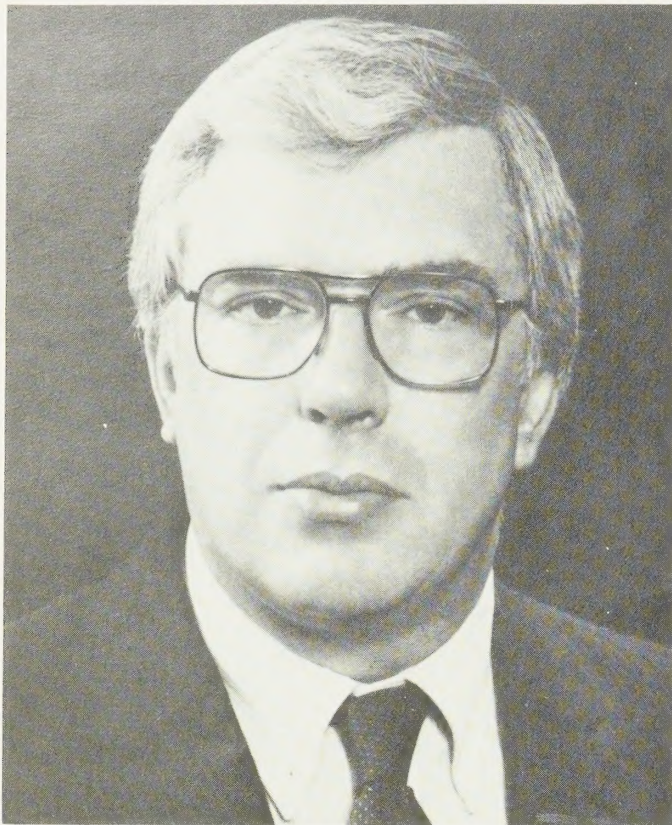
Coming Events Page 11

Construction Activity Page 16

Regular
Departments

OUR FRONT COVER: King Street looking westward and showing Royal Connaught Hotel on left. The Bank of Hamilton building is in the background to the right, and the clump of trees designates Gore Park in the heart of Hamilton. We have been unable to determine the year the picture was taken.

"CANADA HAS REACHED THE POINT WHERE COMPLACENCY IN ECONOMIC MATTERS IS COMPLETELY IRRESPONSIBLE"



ARE WE GETTING THE CANADIAN ECONOMY BACK ON A VIABLE COURSE?

Carl E. Beigie,
PRESIDENT,
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I am not, by nature, a gloomy or pessimistic man. But for a number of years I have been concerned about the fundamentals of the Canadian economy. Feeling this concern, it has been disconcerting for me to observe a tendency among many Canadians to display a complacency, even a non-chalance, toward economic problems that were becoming distressingly complicated abroad and at home. It was as if Canadians had walked into a bed of quicksand but were quite relaxed about it because their governments told them the bed was only three feet deep and they were seven feet tall. In recent months, however, the quicksand has proven to be much deeper than expected, and as we sink into the economic mire to a point above our navels, cries of panic are being heard that we will go under before touching a bottom of solid ground.

The economic situation in Canada today is serious. We are currently in a period of recession and inflation with a severity, when taken in combination, that is unique to the experience of anyone born here since the Second World War. The average level of prosperity is still quite attractive even in the face of our problems. But unemployment is high and it is hurting an increasing

number of families. The rate of inflation is as stubborn as it is excessive, and prospects for adjusting our incomes upward to offset it have become much less secure than a year ago. Interest rates remain at a point where investment, the ultimate "engine of growth," is being stymied. Most important in the

short-term ends with means that hampered longer-term balance in the country's economic affairs. Such would be the outcome, for example, of some of the extreme proposals for forcing down interest rates.

What I want to address with you now are the basic requirements for restoring

"IT WAS AS IF CANADIANS HAD WALKED INTO A BED OF QUICKSAND BUT WERE RELAXED ABOUT IT BECAUSE THEIR GOVERNMENTS TOLD THEM THE BED WAS ONLY THREE FEET DEEP AND THEY WERE SEVEN FEET TALL."

list of problems, at least as I read them, is a deep and pervasive sense of uncertainty about our destinies. This uncertainty is causing frustration, conflict, and anger that could, if allowed to go unchecked much longer, undermine the very foundations of the peaceful democratic process.

Canada has reached the point where complacency in economic matters is completely irresponsible. Panic would not only be just as irresponsible, it would likely result in politically motivated policy initiatives that would serve

the Canadian economy to a course of low-inflation growth. I am convinced that Canada can achieve such a course, that it would bring a broadly based increase in prosperity, and that it can be attained more quickly than is generally perceived at this time. The requirements that must be met, however, are neither simple nor painless, at least in the sense of allowing current attitudes and behavior among the majority of Canadians to continue unaltered.

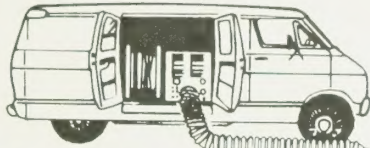
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to become more informed about the nature of the inflation process as it currently exists in this country. Inflation was launched by a combination of three main factors:

1. Costs of some products (for example, energy and food), most of which are widely traded internationally started to rise at a disproportionately rapid rate.
2. Governments, collectively, allowed their expenditures to grow far more rapidly than the rate of expansion in the economy's ability to produce real goods and services.
3. The Bank of Canada allowed the supply of money to rise at a rate far in excess of what the economy could sustain at an overall level of price stability. This course was taken, prior to the fall of 1975, out of concern that unemployment otherwise would rise excessively and out of an unwillingness on the part of governments to finance their expenditure increases through appropriately higher taxes (making it appear that increased services from government were essentially "free goods").

Over the past six and a half years, Canada has had a stabilization in the rate of government expenditure growth and an erratic, although generally de-

termined, reduction in the rate of money supply growth. Nevertheless, inflation has gradually gotten worse and growth in output, in job expansion, and in productivity improvements has been slackening. Why? The essential reasons are again the result of three main factors.

1. Government expenditures have been maintained at the much higher percentage share of the economy that they were allowed to reach by the mid-1970's. Resistance in the taxes necessary to finance these expenditures has resulted in added cost pressures as a continuing source of inflation and in budgetary deficits that have added significantly to the strain on capital markets at a time of monetary policy restraint.
2. Income demands (for wages, salaries, and so on) have been geared toward maintaining real earning power in the face of inflation experienced in the past and of inflation anticipated in the future. These anticipations reflect a building of current price increases into the indefinite future. This process of catching up with, and then staying ahead of, inflation is leaving no financing room left over from restricted money supply growth to allow for real expansion in output and jobs.

3. In addition, and much more distressing, income demands are based on totally unrealistic notions about the validity of changes in the consumer price index as a measure of changes in living standards. It is simply impossible to satisfy these uninformed notions and make rapid progress in restoring greater overall price stability given what has been happening within the Canadian economy.

In an unfortunately and costly belated effort to bring down the rate of inflation, Ottawa has decided to allow, indeed to encourage, the current sharp recession to develop. The essence of its strategy is to force moderation in income demands by allowing market slack to rise to the point that high wage, salary, and dividend settlements are impossible to sustain. It is also hoping for help from a successful outcome from the Reaganomics experiment in the United States.

Ottawa's broad economic policies have been better over the past year or so than they had been in the first half of the 1970s and arguably better than they had been in the second half of the 1970s. Even so, I think it fair to criticize government economic policy on the following grounds:

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1. Too great a burden for adjustment is being placed on a shrunken private sector relative to an expanded public sector. The government share of the economy was allowed to expand too rapidly because of faulty forecasts of the real growth performance on the Canadian economy when generous new programs were introduced and because of gross simplifications of the full costs of so-called "nation-building" initiatives. At a time of cutting back, I think it reasonable to object that government is not doing enough when it agrees simply to hold its own.
2. Governments are not taking enough of a lead in their role as personnel managers. Public sector wages and salaries, including all items in the compensation package, still set an inappropriately generous standard for the so-called "catching up" process. I reject the advice of making public service employees the "scapegoats", in effect, for inflation. But the privileged status of many public service employees in this country makes it imperative that they serve as a standard against which performance in the private sector should be evaluated.
3. Although I believe the November 12 federal budget has been criti-

cized excessively, certain of its features were poorly thought through and others reflected tactical misjudgments, at best, in relation to any strategy based on the anticipation of vigorous expansion in Canadian-based private sector enterprise. More generally, federal-provincial conflict has been allowed on both sides to fester unduly, with the result that uncertainty and indecision have been aggravated.

4. Finally, the habit of governments has been to follow the politically easy course of maintaining artificial sources of market power in a wide range of areas rather than to follow a leadership policy based on the separation of the legitimate goal of market stabilization from the objectionable result of special interest enrichment.

Having said this, it is important to realize that the restoration of the Canadian economy to a more viable course is, in a true democracy, a responsibility that private sector participants must share. The weak market conditions that characterize a recession is a costly way to force that "responsibility", and it is questionable if it would last during the period of recovery. Moreover, with the kind of imbalances that now exist in the Canadian economy — an imbalance

that has persisted for many years and whose impact has fallen disproportionately among individuals — there is a critical need for a central source of direction to manage the restoration. Government is the only legitimate candidate for this role. Is there a better alternative to recession for exercising this role?

To many, "living with inflation" is one such alternative. I have considered this option carefully, and I urge against its adoption as strongly as I know how. It would mean, I am convinced, not only high prices, but high unemployment, relatively low growth in output and productivity, and a steady weakening of Canada over time. It is an option based on short-term illusions.

Another option, one that has too often reflected the "Canadian way" in the past, is to place our hopes on the United States to solve inflation and simply wait for the success there to spill over into Canada. I am far from certain that success is assured in the United States. And even if success were to be achieved, the operations of the Canadian economy have become so different than those in the United States that I seriously question how generally transferable its performance would be to this country.

We are left, therefore, with a choice



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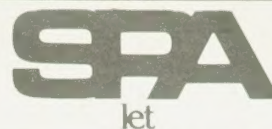
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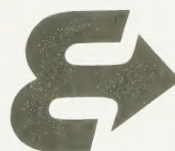
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between the option of waiting out a potentially very long and deep recessionary experiment in Canada, on the one hand, and the option of an attempt to find some form of consensual experiment for bringing down inflation, on the other hand. I prefer the later option, but I have serious reservations about this course.

1. It is risky, but so too are all the others. The issue comes down to how we can lower that risk, and to me that means keeping government interference in the market process as temporary and restricted as possible.
2. A consensual exercise implies a package approach. This is what sets it apart from a straightforward government command-based controls policy. I have excluded command controls from the list of options I have considered because I believe it would be so disruptive in the current environment in Canada that I do not think it would contribute much to long-term stability of the political economy.
3. The basic weakness of a consensual approach is that it is extremely difficult to enforce. Specifically, the temptation would be strong to engage in measures that could be tolerated within the consensus period, but which would explode into a renewal of inflation problems as the economy drew closer to full employment

of the nation's human and capital resources. In short, the greatest risk is that consensual experiments will favor activism simply for the sake of being active. The end result of the AIB episode in 1975-78 came close to this form of action, and a repeat of that experience would not be very helpful.

Despite these reservations, I am so skeptical about the final success of the other options that I am going to venture the following items for a package approach to a policy for dealing with Canadian inflation, in full knowledge that most will think it naive and the rest might think it absurd.

1. Restraint should affect **all** sources of income. The method of restraint would have to bear most heavily on those receiving the largest rates of year-over-year income increases and have to vary with the level of total income in the starting period. The system that would achieve this dual impact would have to be the personal income tax system.
2. The Canadian dollar would be pegged to the U.S. dollar for an indefinite period. The transitionally pegged rate should be low enough so that when it is again removed there is a significant likelihood that its value will rise, but not so low as to invoke retaliatory response from our trading partners. This step would

allow Canada to run a somewhat lower interest rate than otherwise.

3. Although dividends would be subject to general income restraint, profits would not be. Profits would be monitored, however, and evidence of protracted and pronounced increases on a per-sales-unit basis would result in government efforts to increase competition through, for example, reduced tariffs.
4. The federal government would target its monetary policy and, if necessary, its foreign borrowings, so that nominal interest rates were kept at a level that allowed a modest positive spread in relation to the current rate of inflation as measured by the GNP price deflator, measured on, say, a six-month, moving average. The amount of the spread would be adjusted to the level of national unemployment. Foreign borrowing would be used, as required, to maintain the dollar peg.
5. Mortgages would be adjustable to allow borrowers to ease the cash flow problem of retaining an asset that has been rising rapidly in nominal value over time. Government sponsored loan insurance to cover any increased risk associated with these adjustments would be pro-

(continued page 18)

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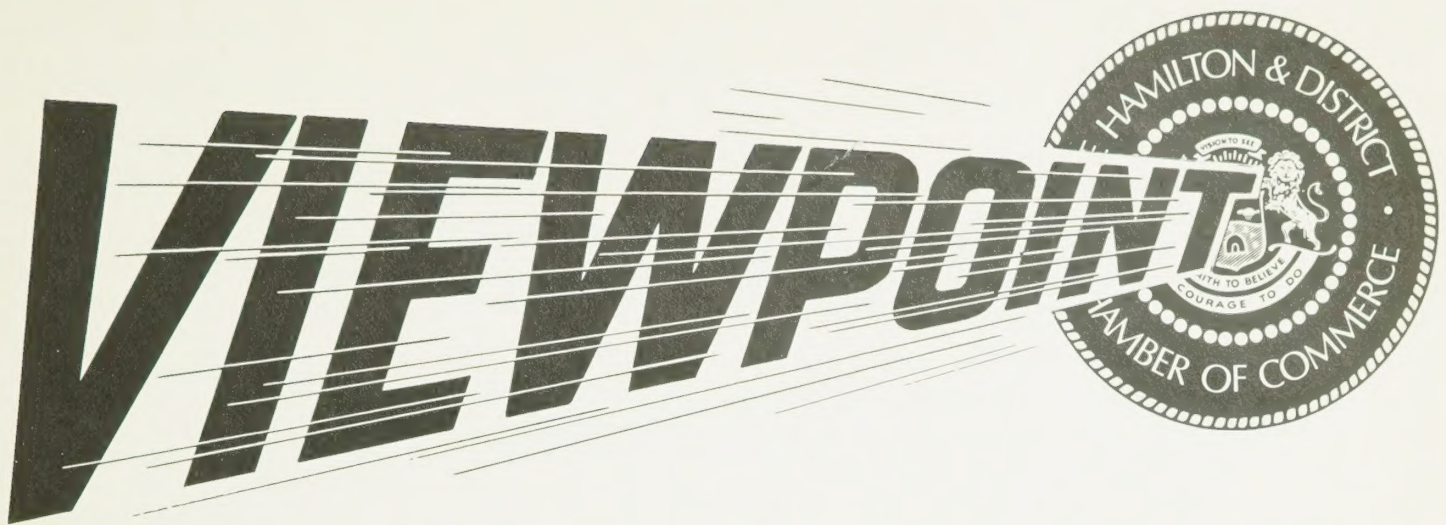
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Independent retailers, department stores, shopping centres and supermarkets had closed their doors in keeping with the community's "Store Closing By-Law."

The good residents of the area were occupying their afternoon hours with pursuits other than shopping.

Some read the weekend newspaper. Others watched television. And there were those who listened to their favourite radio station, skied the slopes at Chedoke, or enjoyed an afternoon nap.

The world was unfolding as it should.

Or was it.

It was that same Sunday afternoon that an out-of-province manufacturer chose to sell his leather, fur and cloth coats to any willing and able purchaser.

He had applied for the proper license and had been granted it.

He had booked and paid for a highly visible location.

He undoubtedly had arranged and paid for a significant amount of advertising in the local media.

He probably made money. He probably then

left town. And he probably took all of his profits with him.

Again, there is nothing wrong with any of that. Other than the fact that local retailers were not permitted to compete with him that afternoon.

He paid no taxes . . . the local retailer is required to do so.

He contributed nothing of substance to our employment situation . . . the local retailer does.

We do not question the right of that business, or any business, to come to our community and operate within the parameters we have established for ourselves. That is their right as much as it is ours. But we do question that which permits any person, or any business, to openly operate a business when the local competition would be in contravention of the law to remain open.

In our competitive enterprise system that hardly seems very competitive.

Someone should be taking another look at the By-Law which permits it.

Your "VIEWPOINT COMMENTS" are invited. They should be addressed to Viewpoint, The Hamilton and District Chamber of Commerce, 100 King Street West, Suite 830, Hamilton, Canada L8P 1A2.

MEMBERS MAKING NEWS

• JOHN POTTS (Bank of Montreal), formerly Accounts Manager at the Main Downtown Branch, has been transferred to Toronto as Manager — Small Business Loans. He will have total provincial responsibility for that area. His replacement locally is CARL WINGER. KEITH MUNRO is Manager of the Downtown Branch.

• STANLEY C. ROBERTS, President of the Canadian Chamber of Commerce has tendered his resignation effective June 30, 1982. The search for a new President commenced immediately. BRUNO K. J. BRAGOLI (MacGillivray & Co.) and DR. JOSEPH A. PELLER (Andres Wines Ltd.) represent The Hamilton and District Chamber on this national board.

• The Canadian Chamber has also announced it will shift its base of operations from Montreal to Ottawa in late June. A full floor has been leased in the Elgar Building (corner of Elgin and Lisgar Streets) six blocks from the Commons and adjacent to the Ministry of Finance.

• ROBERT D. G. STANBURY (Firestone Canada Inc.) is the Honourary Campaign Chairman of the 1982 UNICEF "Music For Safe-Water" telethon and fund drive. The April 17th event will originate from Westmount Secondary School and broadcast over Cable 4. CHCH-TV and Radio Stations CKOC and CHAM are also participating.

• May 9th to 15th is POLICE WEEK in the Hamilton-Wentworth Region. "WE ARE ALL VICTIMS — WORK TOGETHER TO PREVENT CRIME" will be the theme flowing through all planned activities.

• RALPH BUTTON (Chipman Inc.) has advised us of an interesting one-day seminar hosted by the Canadian Industrial Traffic League focusing on the myriad of new regulations which will follow adoption of the pending federal Transportation of Dangerous Goods Code. The Code will set down specific regulations governing the

movement of dangerous goods by all modes of transport in Canada. The one-day session is designed to provide a step-by-step guide to these new procedures. The seminar date is Tuesday, April 6, 1982 from 9:00 a.m. to 5:00 p.m. (lunch provided) in the Studio Theatre of Hamilton Place. For further information contact Mr. Button at 643-4123.

• The AMSTEL BREWERY CANADA LIMITED continues to be proud of its HAMILTON MOUNTAIN BEER. "It is the very first that was specifically brewed for a City, by the People of the City, and named after the City" says the Brewery. They have also indicated they will continue to produce the product and only sell it in the Hamilton area.

• The SPECIAL EVENTS COMMITTEE asks Chamber members who are baseball fans to make a special notation on their June 3rd calendar. They have arranged a bus excursion to the BLUE JAY/NEW YORK YANKEE game at Exhibition Stadium. Details will be mailed to you later.

• R. W. (Bob) SECORD, President, Metropolitan Hamilton Real Estate Board has reported Condominium Townhouses in the Region, which last year averaged \$36,285, are now selling at \$42,779. In Burlington the average house price rose from \$85,486 in January, to \$89,925 in February.

• W. R. (Walt) PENNER, formerly Manager of the Royal Bank in downtown Hamilton, has been transferred to Toronto. He is replaced by BOB BARKER (from a Burlington Branch of the Bank) and who is also currently President of the Burlington Chamber of Commerce.

• KEN PILLON is managing the affairs of NORDAIR from the company's Lloyd D. Jackson Square office.

• Monday, November 8th is Municipal Election Day.



WE ARE ALL VICTIMS

Working Together to Prevent Crime

• NOTICE TO MEMBERS •

You will have noticed that each of the last few general mailings have included a special flier promoting the goods and services of a member firm. This was an experiment to achieve a reduction in our increased costs.

As a result, we have instituted the practice of allowing one **paid** insert in each mailing. These inserts will be accepted **from members only** and the content must be in good taste and of value to the general membership.

For information as to how you may participate and take advantage, contact the Chamber office.

CHAMBER OF COMMERCE "COMING EVENTS"

ANNUAL MEETING



Wednesday, April 7, 1982
Royal Connaught Hotel



• SPECIAL GUEST SPEAKER • PIERRE COTÉ, C.M.

President, Employer's Association, Province of Quebec
Chairman, Celanese Canada Inc.

Business Meeting 5.00 P.M. — 'No Host' Reception 5.30 P.M.
Dinner 6.30 P.M.

CHAMBER MEMBERS \$20.00/MEMBER COMPANY TABLE OF EIGHT \$150.00/NON-MEMBERS \$25.00
REGISTER NOW! CALL 522-1151!

"UNDERSTANDING THE STOCK MARKET"

• CO-ORDINATED BY •
THE HAMILTON INVESTMENT
DEALERS ASSOCIATION

Five Consecutive Fridays
April 30 - May 28

o o o
Noon to 2.00 P.M.
(Lunch Included)

o o o
Mark Your Calendar Now!
DETAILS LATER!

"CHAMBER OF COMMERCE WEEK"

APRIL 17th - 24th, 1982

Complimentary Breakfasts
Monday to Friday
Courtesy

- Regional Municipality of Hamilton-Wentworth
- Great West Life Assurance Co.
- Continental Bank
- Corporation of the City of Hamilton
- Bank of Montreal

Industrial Tour of
DOFASCO INC.
Saturday, April 17th

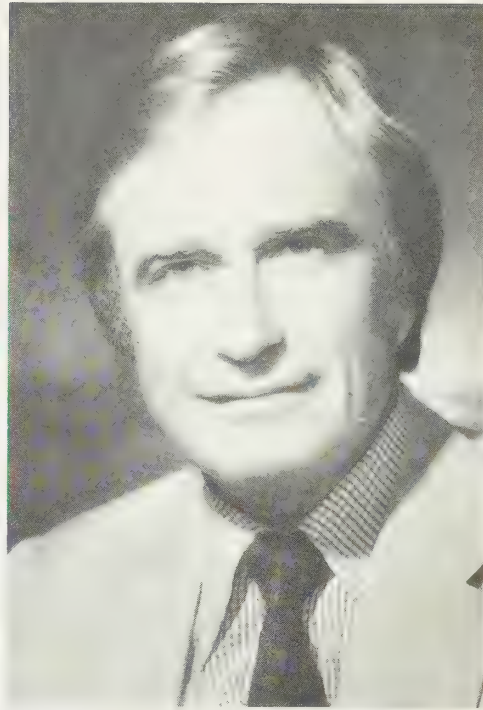
AND IT'S "SECRETARIES
WEEK" AS WELL!

Further Details Later!

Robert D. G. Stanbury

FROM POLITICS TO BUSINESS

VICE-PRESIDENT, GENERAL COUNSEL & SECRETARY
FIRESTONE CANADA INC.



“... IT'S NOT A NEW PHENOMENON. STATE INTERVENTION IN
BUSINESS DATES BACK TO THE MIDDLE AGES.”

What have I found in Hamilton and in business different from Ottawa and government? Warmer winters, dirtier snow; less economics, more economy; less theory, more reality. But some similarities too: intelligence, responsibility, energy, short horizons, bureaucracy, bad press, paranoia, difficulty in communicating with each other.

Every businessman should have branded inside his brow these words of Dr. Ewe Kitsinger, Dean of the European Business Institute:

“To be in business is to be in politics because the dominant feature in the firm's environment is public policy.”

That, I believe, is the most important perception of modern management, and it demands a whole new breed of business leaders, for the Eighties and beyond, who relate to the world around them as sensitively as to the internal working of their business.

That's what it is for business to be “in politics”. It is to realize that business is more, much more, than machines, than products and services, than dollars and cents; more than the people in the business and those they serve. To be “in politics” is an awareness, one which the best businessmen have always had, of how an enterprise relates to its total environment. It is more than a concern for “image”. It is a concern for the community. It is sensitivity. It is what makes “a good

company” — to work for, to do business with, to have in the community. It is what justifies a company's existence to society at large and, justly so, stands it in good stead in times of adversity. Reputation's the ultimate sinking fund, and it is produced not by the best engineering, marketing or accounting alone or in combination, but as well by concern for and contribution to the community of which the business

men” for business and labour both seem to challenge this fundamental democratic principle. If so, I am sure they don't speak for the brightest and best in Canadian business or labour. They seem strange bedfellows in denying, sometimes defying, the public's paramount rights.

We're all uncomfortable at times with government's intrusion into our affairs, but it's some small consolation to

“EVEN THE PRESENCE OF BUSINESSMEN OR
OUR FRIENDS AND SYMPATHIZERS IN POLITICS
DOES NOT GUARANTEE THAT GOVERNMENT
WILL NOT POLLUTE THE PURITY OF PRIVATE
ENTERPRISE.”

is a part; by “good corporate citizenship”. That's no longer something that can be treated as a hobby. It will be the very life support system of business and the central concern of the chief executive.

After all, the public has, and should have, the power to make the rules for business, to influence and control it through the political process as well as through the marketplace. The same holds true for organized labour. Sometimes, people described as “spokes-

men” for business and labour both seem to challenge this fundamental democratic principle. If so, I am sure they don't speak for the brightest and best in Canadian business or labour. They seem strange bedfellows in denying, sometimes defying, the public's paramount rights.

An English statute of 1548 prescribed a fine or imprisonment, the pillory for a second offense and the cutting off of an ear for a third, or dissolution of a “society, brotherhood or company of any craft”, when “sellers of victuals have conspired to sell at unreasonable prices”. However, unlike some more modern legislation, it was evenhanded between business and labour. It ap-

“Governments are for countries, not companies; of and for and by the people, not only, or primarily the people in business, or in unions, or on farms, or in the east, west or centre, or of one cultural heritage or another. At least in Canada that's so, and thank God it is.”

— Robert D. G. Stanbury
February 25, 1982

plied equally when “artificers, handicraftsmen and labourers have made confederacies and promises . . . how much work they shall do in a day and what hours and times they shall work.”

And the French side of our heritage is no more *laissez-faire*. Louis XI's approach to deceptive business practices was simple and to the point: “Anyone who sells butter containing stones or other things (to add to the weight) will be put into our pillory; then the said butter will be placed on his head and left until entirely melted by the sun. Dogs may come and lick him and people offend him with whatever defamatory epithets they please without offense to God or the King.”

See how fortunate we are today? At least we've abolished the pillory. And lopping off ears. Even so, we might long for laws of such simplicity and clarity — if the world were only as simple a place today.

Even the presence of businessmen or our friends and sympathizers in politics does not guarantee that government will not pollute the purity of private enterprise. The party that business is said to hold most dear is the one that, in Ottawa, gave us the CBC; in Alberta, Pacific Western Airlines; and here in the province of truest blue, Ontario Hydro and Suncor.

Why are governments so perverse? Are they as consistently dumb, deluded or depraved as some of us keep saying? Or might they be sometimes more in tune with their environment than their self-interested critics? Whatever the merits of their actions, isn't the essence of democracy that they reflect the will of the electorate which gets tested at every election? Even on the merits, can we expect the public to agree that “What's good for General Motors is good for the U.S.A.” any more now than in the day of “Engine Charlie” Wilson and the Eisenhower administration?

Governments are for countries, not companies; of and for and by the people, not only or primarily the people in business, or in unions, or on farms, or in the east, west or centre, or of one cultural heritage or another. At least in Canada that's so, and thank God it is. Not that governments always live up to their mission, any more than do any other human institutions. Not that we shouldn't tell them what we think, loud and clear. But the basic principle of our Canadian democratic system is worth keeping in mind when each of us in our interest group wants government to see things our way.

Of course, each of us has a vision of what is good for our country, our

province, our region, our city. If it happens to coincide with what is good for us, well, that's only human. Business can be said to have a point of view on some matters of public policy, but perhaps less so than appears at first glance. This can be both convenient and frustrating for governments. We might find a fair consensus among us that taxes are too high (whatever they are); that government spending is out of control (whatever it is); that loss of tax deductions (of whatever kind) will kill saving, investment and initiative; that we need more businessmen in politics. Beyond those simple sentiments which most of us share, of course, business is not such a political monolith, nor should it be.

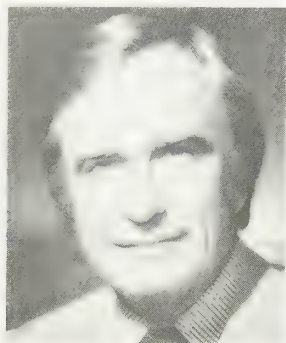
Business people have a rich variety of intelligence, experience, opinions and energies to bring to public affairs. We have to resist the easy course of simply reciting the capitalist catechism and our familiar litany of complaints. If those appear to define the limits of our political thought we will have to content ourselves with the emotional release they provide us; we can't expect to influence the course of our society.

Businessmen have more than that to offer, and we do. Witness our contribution to every social and cultural institution which enriches our society. It takes effort; it takes time; it takes thought; sometimes it takes courage and sacrifice. “Service Above Self.” And if we do some things because we believe they are good for our family, our community, our country, they usually turn out to be good for us too. The flip side of Engine Charlie's maxim is as true today as it has ever been: What's good for society is good for business. So good corporate citizenship is good business.

An essential part of good citizenship, corporate or individual, is surely participation in the political process by which our society governs itself: being informed; speaking out, after study and thought; taking part in our party system, which as Churchill said is the worst ever devised except for any other. And, yes, offering ourselves for public office. Everyone can't; many shouldn't; but most of us could if we would, and if we don't we might have to admit a slight handicap as critics by reason of not having volunteered for active service.

Businessmen have volunteered, and served with distinction: Howe, Winters, McCutcheon, Drury, Sharp, Gillespie, McHugh, to name just a few. In fact, when I analyzed parliamentary occupations in 1968 for Canadian Business magazine, I found (to widespread disbelief) that business was the most common background among MPs. Not

That is still the case today. For the first time in living memory, a businessman is the leader of a provincial party in Ontario and by some miracle, could be a future Premier. Businessmen are still volunteering and serving, in Parliament, in Legislatures, in local Councils, and all our governments are benefitting from their wisdom and experience, as hard as it may be for the rest of us to believe.



Political leadership, of course, is not a quality found always or only in Businessmen. In many ways "Mike" Pearson was a leader **par excellence** for his party and his country. It was said of our last P.M. that never had one come to office with lower expectations of him. Perhaps the very opposite could be said of his predecessor and successor. Oh for a happy medium. But is it too much to hope that if our leaders of the future, at all levels, have no business experience at least they will have held a job of some kind outside politics? Familiarity with the workaday world must be some advantage in ordering its present and forming its future. But to lead, one must be elected, and to be elected one must stand. Do I hear any volunteers?

It is ironic and unfortunate, at a time when society is increasingly politicized, the political process seems increasingly ineffective. Politics does not have a good name. That is a problem politics and business have in common. Political parties seem to be getting weaker and their leaders stronger. The better educated and more able the people are to participate in their government the less influential in its decisions they seem to feel, and less willing to make the effort to be; the more they expect of government and the less of themselves. Power appears to be flowing to fewer and fewer rather than to more and more. The few are always willing, if not eager, to accept more power when the many are preoccupied with their comforts. Unfortunately, our expectations of government have far surpassed our interest in making the political process work. That could spell trouble for some basic democratic values of our society, and what is bad for society is bad for business.

Both politics and business, like other

groups, are victims of negative stereotyping, but each is responsible in some measure for its own public caricature. There have come to be predictable business and labour party lines as undemanding of thought and as boring to the public as the "party lines" of politics. And the politician's portrait is hardly enhanced when he rates his survival in office as his greatest achievement or, hard on the heels of a hand-

No, it is not so far at all from politics to business, though maybe not as far as some of us would like. They are getting inexorably closer. Their missions and styles will never coincide, but they needn't and mustn't fatally collide. If politics is the art of making society work, business is the art of putting society to work. They are as interdependent as any other elements of our society. They need to

"POWER APPEARS TO BE FLOWING TO FEWER AND FEWER RATHER THAN TO MORE AND MORE."

some raise of his own salary, calls for restraint by the masses.

But both politics and business deserve to be saved from their partly self-inflicted stereotypes. Neither should be exempt from criticism, but we can't afford to have either destroyed by cynicism.

Perhaps it is a compliment to business, as much as a criticism, that it is perceived to be too important to our society to be left entirely to its own devices; that it is seen to have important social, economic and cultural effects on all of us; that there is such a thing as good corporate citizenship and that if all companies do not practice it, many do. If they profit from it, so do their communities and their country.

For the businessman in tune with his community, his "bottom line" benefits are sensitivity to economic, social and political change, a deeper appreciation of public policy options and a demonstration that his is a company that cares. Society benefits when all its resources are brought to bear on its challenges, and business has much to contribute — to sound management of the economy, efficient delivery of services, sharp scrutiny of public expenditures and practical approaches to administration.

Politics is neither more or less than society's way of coping. If society is becoming increasingly politicized, if the magnitude of future problems will impose even greater responsibilities on our political system and if the modern corporation is the most efficient means we know of economic production and distribution of goods and services, business has a heavy responsibility to help society cope. We are all like it or not, "in politics".

learn to speak to each other more constructively.

"To be in business is to be in politics because the dominant feature in the firm's environment is public policy."

Business is in a new ballgame, competing not only for people's dollars, but for their minds and hearts. Business, and every business, now has to sell not just its products or services but itself. That demands businessmen of special qualities: who are sensitive to their environment, who identify strongly with it and can adapt their enterprise to its needs; who see government not as an enemy but as society's means of survival; who approach it with neither fear nor contempt but confidence that they are part of it and share its challenges; who assert themselves as citizens, not expecting always to prevail, but thoughtfully, persuasively and vigorously in the competitive arena of political ideas and action.

If that is the kind of businessmen we are, the values of business will be reflected, in due proportion to their worth, in the governments we choose, in our laws and in our society.

So now is the time for all good men and women to come to the aid of their party, whatever it is; to make our democracy work by working at it in our individual ways. For business, it is time to look outward, to recognize itself and acquit itself as an integral, indispensable part of its community — economically, socially and politically. Contrary to popular misconception, neither politics nor business is a machine; each is people doing a job, for themselves, their families and our future. We are those people. Isn't it time we did both jobs better, and gave both politics and business the good name they deserve?

CITY OF HAMILTON

Construction activity for February, 1982

Residential	5.98%
Commercial	92.28%
Industrial78%
Institutional & Government46%
Miscellaneous50%
	100.00%

Summary

Residential

a) Garages & Carports	\$	5,300
b) Swimming Pools		
c) 1 & 2 Family		
New		202,900
Alteration & Addition		79,678
d) Multiple (Row & Apt.)		
New		
Alteration & Addition		405,533

Commercial

New		10,120,500
Alteration & Addition		564,730

Industrial

New		60,000
Alteration & Addition		30,000

Institutional & Government

New		
Alteration & Addition		53,040

Miscellaneous

Demolitions		10,000
Signs		47,475

TOTAL \$11,579,156

TOTAL NUMBER OF PERMITS 336

Average Construction

Value for 12 months

1979	\$ 86,160,591
1980	\$ 82,886,557
1981	\$119,060,690
1982	\$116,000,549

THOUGHT FOR THE MONTH

"WHEN FATE HANDS US
A LEMON, LETS TRY TO
MAKE LEMONADE."

"TO US, SMALL BUSINESS IS BIG BUSINESS"



Margaret Martin
Account Executive

ECONO-MEETING PACKAGE

Our Econo-Meeting package provides you with an all-inclusive meeting/ accommodations arrangement that makes it easy for you to plan your meeting.

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* Minimum 10 persons per night,
maximum 50 persons per night.

The economical price per person includes:

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- * Gratuities and taxes included

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GATEWAY BUSINESS PARK

BURLINGTON, CANADA

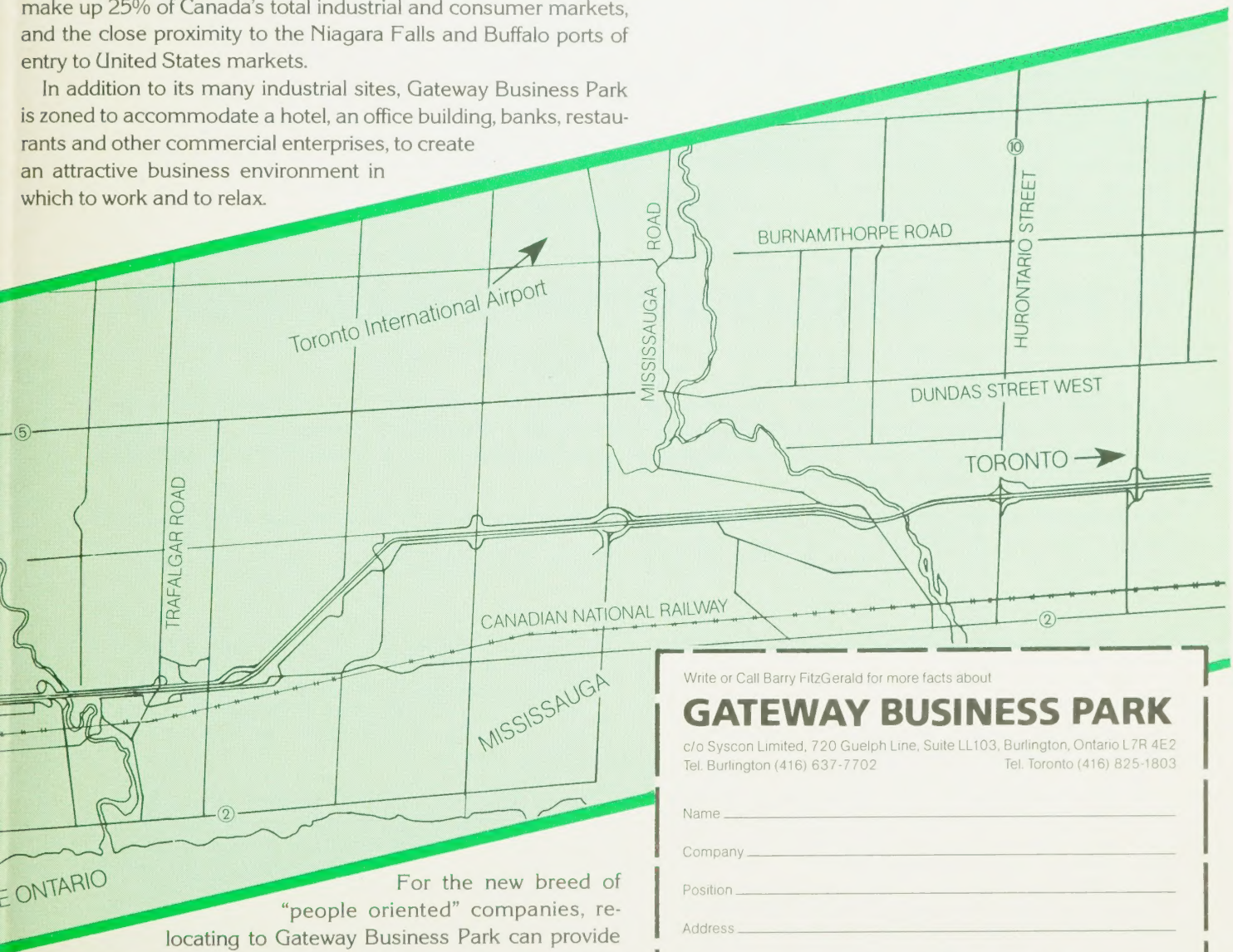


With some 22 lots spread over 52 acres of prime land, Gateway Business Park offers unbeatable location in the heart of Canada's largest market.

Examine the map and see how Gateway Business Park relates to the Queen Elizabeth Highway, the MacDonald Cartier Freeway, the GO Transit services, the Hamilton and Toronto International Airports, C.N. rail services and the seaway harbours at Hamilton and Toronto.

Consider the short distance to all the population centres that make up 25% of Canada's total industrial and consumer markets, and the close proximity to the Niagara Falls and Buffalo ports of entry to United States markets.

In addition to its many industrial sites, Gateway Business Park is zoned to accommodate a hotel, an office building, banks, restaurants and other commercial enterprises, to create an attractive business environment in which to work and to relax.



For the new breed of "people oriented" companies, re-locating to Gateway Business Park can provide the accommodation and atmosphere necessary for greater effort, greater job satisfaction and therefore greater success.

As it develops, you'll appreciate our park-like setting and our appearance design control for buildings and facilities. You may also be surprised at how economically sound it can be for your Company to own or lease a new, custom designed, production efficient building, planned to meet your present and future expansion needs in Gateway Business Park.

We invite you to see our 15 minute videotape presentation, which brings out the facts and the flavour of our Burlington location and provides more information on our many design/build accomplishments.

Write or Call Barry FitzGerald for more facts about
GATEWAY BUSINESS PARK
c/o Syscon Limited, 720 Guelph Line, Suite LL103, Burlington, Ontario L7R 4E2
Tel. Burlington (416) 637-7702 Tel. Toronto (416) 825-1803

Name _____
Company _____
Position _____
Address _____
City _____ Prov. _____ Postal Code _____

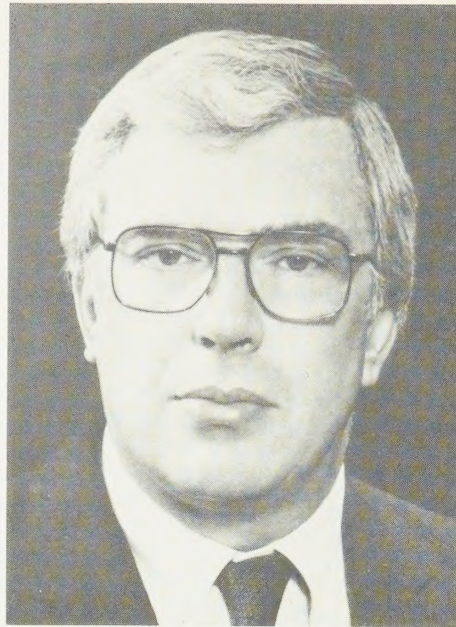


Gateway Business Park is a partnership project of Syscon Limited and North American Life.

**"ACTIVE CONSULTATION
WITH
PRIVATE SECTOR LEADERS."**

vided. And appropriate forms of loan assistance would be sought out for farmers, small businesses, and others that might be particularly hard hit during the transition to lower inflation.

6. Government would, in active consultation with private sector leaders, establish a listing of capital expenditure programs including human skill development, that require government financing. These programs would be undertaken in an amount and with a timing that would be subject to broad review among private sector analysts and commentators. All remaining government expenditures, apart from payment on debt outstanding, would be strictly



Carl E. Beigie

**"IT IS UP TO US TO PUT
THE SOLID GROUND
BACK UNDER THE QUICKSAND."**

limited to a rate of growth not exceeding the rate of inflation.

There are other factors that would have to be included in a politically credible package, some major and others not so. The mechanics of the package would also be critically important. Maybe the effort would be fruitless. If I really thought so, though, I would give up and simply try to protect myself and my family in a totally self-serving, self-preserving manner. But that is not what I think being a Canadian is all about. I know an increasing number of people — quiet and yet deeply concerned people — who feel the same way. It is up to us to put the solid ground back under the quicksand.

● REFLECTIONS ABOUT TIME MANAGEMENT ●

In the previous issue of "Panorama" you were asked a series of questions about "time management" (with true/false answers) which hopefully would assist you in the management of **your** time. The answers to those questions are provided below. This test was assembled by Dr. L. F. Hewick, Ph.D., McMaster University, School of Adult Education.

The answers are not absolute. They are based on a survey of manager's observations over a number of years.

1. *False.* There is no way to save time. Time cannot be saved, only spent wisely.
2. *False.* Being busy and active does not necessarily mean achieving results. Physical activity is not necessarily more valued than mental activity.
3. *False.* Working smarter always beats working harder. Those who believe the answer is true are probably those who work extra hours, take work home and suffer most from stress and tension.
4. *False.* Doing it yourself may seem faster and better in the short-run, but not in the long-run. Management reward often depends on the performance of others.
5. *False.* Failing to properly identify the problem is perhaps the greatest difficulty in solving it. Don't assume that symptoms are problems, get the facts first.
6. *False.* The ordinary day-to-day activities are generally the ones that need to be planned if you want to control your time. Identify the patterns of your day-to-day activity and then use this information in scheduling your time, you will be surprised at the extra time you have to spend.
7. *False.* Efficiency does not necessarily lead to effectiveness. Determine first what you should be doing then determine how it can be done most efficiently. Efficiency concerns resource utilization. Effectiveness concerns goal accomplishment.
8. *False.* Many managerial short-cuts ultimately cost vast amounts of time in the long-run. Only look for short-cuts in the routine and trivial activities.
9. *False.* Managing time better involves spending the appropriate amount of time on every task. Try a time log for a week and analyze this log to determine what areas should take less of your time and what areas should receive more attention.
10. *False.* Everyone has all the time available. Time is a paradox. The problem is not the amount of time you have, but how wisely will you spend your time.

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TIME SHARING SERVICES APPLICATIONS FOR:

- ACCOUNTING SYSTEMS
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| Staff | Experienced Certified Travel Counsellors Handling Business Travel Exclusively. |
| Airline Reservations | Instantly confirmed to you while on the telephone through our Reservac II Computer. |
| Car Rentals | Prepaid vouchers issued for each reservation. This guarantees your reservation. Invoiced monthly. |
| Credit | All airline tickets issued against major credit cards — (30-50 days credit) prepaid hotels/car rentals — 30 days credit. |
| Automated Ticket Printing | Instantaneous ticket printing exclusive to Executrip clients. |
| Ticket Delivery | Regular delivery of tickets and vouchers. |
| Financial Stability | Hamilton Automobile Club has been serving the Hamilton area since 1903. |
| * H.A.C. Membership | First year membership in the Hamilton Automobile Club paid by Executrip for designated Company travellers. |

(For indepth information call Miss Paula Reginato at 525-1210).

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Lunch . . .*

*Imagine What We Could Do For
Your Private Function
At Night.*

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The Economy

COST OF LIVING UP. The consumer price index for January, 1982 was 249.7, an increase of 0.7% from the December figure of 248.0 and stood at 11.4% above the January, 1981 level of 224.1. The foregoing figures are calculated on a time-reference base of 1971 = 100. The index for January, 1981, based on the 1961 time-reference period was 333.1.

INDUSTRIAL PRODUCTION DOWN. The seasonally-adjusted index of industrial production decreased 0.5% in November, 1981 to 131.5 from the revised October level of 132.2. This figure is calculated on a 1971 weight and reference base.

WEEKLY EARNINGS UP. Average weekly earnings at the composite level in October, 1981 were \$367.87, up 0.7% from the preliminary September figure of \$365.37, according to a first estimate based on a limited number of returns. In October, 1980, the average was \$329.83.

UNEMPLOYMENT UP. In January, 1982, the number of unemployed persons totalled 1,096,000, an increase of 109,000 from a month earlier. The number of persons without jobs constituted 9.5% of an active labour force of 11,509,000. The employment level in January was 10,413,000. The seasonally-adjusted unemployment rate was 8.3%, down from 8.6% in December, 1981.

LABOUR INCOME DOWN. Total labour income, not adjusted for seasonal variations, was estimated at \$16,109.1 million in October, 1981, a decrease from the September estimate of \$16,220.6 million. The latest figure represents a gain of 13.5% from the October 1980 level.

4,000 acres are for industrial growth.

URBAN/MUNI

6,000 acres are for the birds.

When you plant yourself here, you'll be part of Canada's thriving industrial capital. Hamilton-Wentworth is also a beautiful place for people.

You'll find unspoiled conservation areas just minutes away from our steel mills. You can enjoy country living within minutes of your plant or office. You can sail, golf, ski, hike and camp, attend a symphony, opera or Broadway show without even leaving town.

We're the natural choice that makes sound business sense.

Your company will be strategically located to serve major

markets in Canada and the United States via efficient road, rail, water and air transportation.

Energy has a secure future in Hamilton-Wentworth. Canada has an abundance of natural gas, oil, coal and electrical power.

So share in our good life and our great future. We're ready to move to help make it happen without red tape and delay. Because Hamilton-Wentworth is one beautiful environment for business people. And birds.

We cut red tape in

Hamilton Wentworth
CANADA

John D. Morand,
Director, Economic
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Regional Municipality
of Hamilton-Wentworth,
100 Main St. East,
P.O. Box 910, Hamilton,
Ontario L8N 3V9, Canada.
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- ☐ Mail more information.
☐ I would like to borrow your videotape on Hamilton-Wentworth.
☐ Phone me to arrange a personal visit.
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Company _____

Telephone _____

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